

NO: P003

DATE: December 10, 2018

PUBLIC SAFETY COMMITTEE

TO: Mayor & Council

DATE: December 7, 2018

**FROM: General Manager, Policing Transition
General Manager, Parks, Recreation & Culture**

FILE: 7450-30

SUBJECT: Public Safety Strategy – Moving Forward on Integration and Alignment

RECOMMENDATION

The General Manager, Policing Transition and the Parks, Recreation & Culture Department recommend that the Public Safety Committee:

1. Receive this report for information; and
2. Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix “III”.

INTENT

The purpose of this report is to inform the Public Safety Committee of the current structure of the Public Safety Strategy (the “Strategy”) and recommend the alignment of identified elements of the Strategy within the Parks, Recreation & Culture Department.

BACKGROUND

The Public Safety Strategy was launched in 2016 (Appendix “I”). The intent of the Strategy was to bring together all City departments and partners from across the community (government and non-profit agencies) to collaboratively approach and respond to four strategic priorities - Preventing and Reducing Crime, Ensuring Safe Places, Building Community Capacity and Supporting Vulnerable People. During the formation of the Strategy, 34 strategic initiatives were developed and embedded within various City departments, aligned under the four priorities and jointly managed by a Public Safety Working Group. Performance measures to track the progress of each initiative were also developed and reported on publically, along with updates on progress on the Strategy (Appendix “II”).

The Strategy was designed to respond and adapt to the City’s public safety priorities that change over time. As strategic initiatives were developed and operationalized they transitioned into core operations within partner organizations or City departments. Other strategic initiatives were intentionally time bound with specific goals. Examples of the time bound strategic initiatives are outlined below.

- Implementing the City Centre Response Plan – Surrey Outreach Team. This initiative involved establishing the Surrey Outreach Team (24 hrs a day, 7 days a week) to respond to issues in the 135A Street area. The Surrey Outreach Team continues to monitor the area. The Corporate Services department – Public Safety Operations and RCMP lead this aspect of the initiative.
- Establish modular housing to provide services for street entrenched individuals experiencing homelessness. The housing aspects of this initiative are now led by the Planning and Development department.
- The Gang Exiting and Outreach Program, a pilot project in conjunction with the Combined Forces Special Enforcement Unit, (“CFSEU”) provides support to adult gang members seeking to leave the gang lifestyle. Supports include, but are not limited to, clinical counselling, employment skill training, mental health and addictions support, life skills training and tattoo removal. The pilot is almost complete, and CFSEU is seeking ongoing funding. The program will now be embedded in CFSEU and the City will no longer play an active role.
- The Opioid Overdose Research Project is led by the Surrey Fire Service and delivered in partnership with Statistics Canada. This project identified the risk factors for individuals who have died through opioid overdose in Surrey. The data will be operationalized by determining appropriate policy and program responses to reduce overdoses and deaths.
- Delivering the Task Force on Gang Violence Prevention in order to review the factors influencing the gang violence issues in Surrey and the region, and recommend direct actions to address these. This initiative has now concluded.
- Building on the Task Force on Gang Violence Prevention, the City and its partners developed a new suite of gang intervention programs - the Surrey Anti-Gang Family Empowerment (SAFE) Program. Federal and Provincial funding will be sought to support the SAFE Program.

In addition to the initiatives embedded in the Public Safety Strategy, most departments offer initiatives designed to enhance safety across the City. For example, the Parks, Recreation & Culture Department leads a number of community development and enhancement initiatives, such as:

- Early Years Festival (connecting families to resources);
- Positive parenting workshops;
- Youth leadership development;
- Neighbourhood engagement;
- Youthfest;
- Band Aid(youth music mentorship);
- Youth Speak Up;
- Volunteer recruitment and training; and
- Seniors Safety Forums.

DISCUSSION

Within the City structure, the Public Safety Strategy has been managed by the Public Safety Department, alongside Public Safety Operations (responsible for Bylaw and Community Enforcement, Licencing, Animal Control and Corporate Security), and RCMP Support Services Division. Each of these three divisions reported to the General Manager, Public Safety.

The Public Safety Strategy was established as a mechanism to address public safety challenges in a comprehensive, collaborative and measurable manner. As initiatives were developed they have been, from the start, integrated into core operations of various City departments. It is now timely to fully integrate the various aspects of the Strategy into City operations.

Further, as the strategic priorities of the City shift to focus on the transitioning from the Surrey RCMP to an independent municipal police department, it is necessary to ensure the City structures and resources are aligned to deliver on this priority while maintaining the strong elements of the Public Safety Strategy. To accommodate this, in November 2018, initial organizational changes were announced. This included assigning the General Manager, Public Safety as the General Manager, Policing Transition. It also included moving Public Safety Operations into the Corporate Services Department.

As a next step, and to allow for the alignment and integration of necessary programs within the Strategy, staff recommends moving the initiatives and activities of the Strategy into core operations of various City departments. This will allow sufficient resources and attention be dedicated to the policing transition project. Appendix "III" outlines which departments would be responsible for all aspects of each of the strategic initiatives, including maintaining current performance measures which track program effectiveness.

Staff further recommends that several key initiatives, as well as the management of necessary aspects of the Strategy be integrated in the Parks, Recreation & Culture Department. This would include:

- Merging all aspects of the communications role the Public Safety Strategy team currently provides with current structures in PRC. This includes responding to queries from community members, community agencies, the media and other levels of government;
- Moving all necessary information and resources to a community safety section on the City website. Given the move to program implementation the web presence will focus on community safety. The Public Safety Strategy documents will continue to be available on that section of the website, although new programs will not be branded as a "Public Safety Strategy".
- Inter-governmental liaison, advocacy and sourcing Provincial and Federal Funding for public safety priorities and programs;
- Tracking and maintenance of the performance measurement framework which tracks key performance indicators;
- Responding to community safety priorities and collaborating on community-wide responses;
- Developing new and innovative approaches to community safety;

- Delivery of any new community safety programs funded by the City by grants received from Federal or Provincial Government in the future; and
- Operation of all integrated services programs led by the City including Surrey Mobilization and Resiliency Table (“SMART”), the Community Action Team (“CAT”) on Opioids, Whalley Integrated Services Team (“WIST”), Newton Integrated Services Team (“NIST”).

SUSTAINABILITY CONSIDERATIONS

The Public Safety Strategy supports the objectives related to the Sustainability Charter 2.0. In particular, this work relates to Sustainability Charter 2.0 theme of Health & Wellness. Specifically, this project supports the following Desired Outcome (“DO”):

- Health & Wellness DO5: Services and programs are responsive to shifting health and social needs, and local and external factors.

CONCLUSION

As stated, the Strategy was developed to evolve as initiatives were developed and priorities shifted. With the transition to an independent municipal police force underway, the recommendations contained within this report allow important aspects of the approach to be further integrated into City departments to allow for continued success.

Therefore, it is recommended that the Public Safety Committee:

- Receive this report for information; and
- Endorse the alignment of identified elements of the Public Safety Strategy within the Parks, Recreation & Culture Department and other departments as described in Appendix “III”.

Terry Waterhouse
General Manager, Public Safety

Laurie Cavan
General Manager,
Parks, Recreation & Culture

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Appendix “I” – Public Safety Strategy
Appendix “II” – Public Safety Progress Report
Appendix “III” – Public Safety Strategy Strategic Initiatives Overview